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ORGANIZATION AND METHODS STUDY  
OF  
OSO POSITIVE INTELLIGENCE REPORTING

16 June 1952

- I. PROBLEM.--To determine the most effective organizational placement of Headquarters Reports personnel and the adequacy of existing personnel and procedures.
- II. FACTS BEARING ON THE PROBLEM.--
- a. The reporting structure, shown in Exhibit "A", consists of:
    - (1) the Reports Control Branch, Requirements Staff, which is responsible for the technical supervision of all positive reporting, the control, the release and reproduction of [ ] disseminations, except [ ]
    - (2) Reports personnel in the Area Divisions who process into [ ] form the raw or semi-finished intelligence received from the Field.
  - b. Within the Area Divisions there are essentially two existing organizational patterns for the assignment of Reports personnel, namely:
    - (1) assignment within the various Area Branches, with a Chief of Reports and a small staff assigned to the Division;
    - (2) assignment of all Reports personnel to a separate Reports component at Division level.
  - c. Most T/O's are out-dated and do not accurately reflect either the present organizational structure or the positions in which the personnel on duty are actually functioning.
  - d. Reports backlogs exist in practically all the Area Divisions. (See statistical table, Exhibit "B".)
  - e. Requests for additional Reports personnel have been submitted by the Area Divisions; however, due to ceiling limitations, no action has been taken.

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- f. The procedure in use for processing reports varies among the Divisions, but generally is as shown in Exhibit "C".
- g. [ ] which prescribes the policies and procedures pertaining to positive Intelligence Reports, has been out-dated for some time and is now in the process of being revised by RC.

### III. DISCUSSION:

#### Organizational Placement of Reports Personnel

The importance of intelligence reports cannot be over-emphasized. They are the very reason, ultimately, for the existence of OSO. The collection of information without its dissemination to those who require it could scarcely be justified; and it is even more clear that technically perfect operations producing no information of value would contribute nothing to the accomplishment of OSO's mission.

The Branch, as the basic functioning element of the OSO organization, has responsibility for reports as well as operations, and there can be no justification for the idea, sometimes expressed, that operations constitute the primary responsibility of a Branch Chief.

The truth of the above is readily admitted by most people. Unfortunately, however, their agreement too often is given expression only in lip service, and much greater emphasis is, in fact, placed on operations, to the detriment of the reporting activity.

There can be no question of the inter-relation of operations and reports, and therefore of the necessarily close coordination which must exist between the persons engaged in the two activities. Operations officers must know how much information is being produced by their operations, and of what nature and value it is, in order to do their job properly; reports officers must have a certain knowledge of operations to assist in the evaluation of information received, properly describe the source, and determine distribution. There should be neither an operational nor a reports vacuum.

How can the close coordination between reports and operations people best be accomplished? There are two views on this, one favoring assignment of reports personnel within the area branches of a division, with a small Reports Staff at division level for coordination and guidance; the other advocating the grouping of all reports personnel in a separate branch at division level. Advantages are claimed for each method.

When reports personnel are assigned within the area branches,

- (1) The following advantages may be realized:

- a. Closer coordination between operations and reports personnel is likely to be achieved because the tendency of operations people to withhold operational

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and source information is much less pronounced;

- b. As a result of (1), reports officers can be of more assistance to operations officers in determining the continuance, modification or extension of specific operations;
  2. The evaluation and grading of source, a very important part of the disseminated report, is more likely to be realistic and accurate;
  3. The Area Branch Chief is forcibly reminded of his responsibility for both operations and reports;
  4. The role of the Area Branch as the basic organizational unit of OSO is emphasized;
  5. The work of the reports officer acquires a greater interest, and is less likely to become merely a perfunctory editing of reports for facility of expression and grammatical correctness;
  6. Maintenance and use of indices is simplified.
- (2) The following disadvantages may exist:
- a. There may be a loss of objectivity in evaluating incoming reports.
  - b. Operations may take precedence over Reports, and reports personnel may be diverted to operations work.

With all reports personnel grouped in a separate branch at division level;

- (1) The following advantages may be realized:

- a. Greater economy in the utilization of personnel may be achieved;
- b. Possibly there is a greater objectivity on the part of reports officers so they are less likely to be influenced by operations officers who might unnecessarily restrict the dissemination of information in order to protect sources.
3. A fraternity of reports personnel is provided which not only acts as a stimulant but also facilitates exchange of information.

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(2) The following disadvantages may exist:

- a. Branches are divested of their Reports responsibility.
- b. Additional time required for coordination with operations personnel in the Branches, and for consulting Branch indices.
- c. Reluctance of operational people to divulge necessary information for proper processing of reports.

The greater advantages seem to come from assignment within the area branches. However, the purely mechanical functions of typing and proofing multilith mats could be accomplished with greater efficiency and uniformity if performed on a centralized basis within the small coordinating staff at division level. Considerable savings could be realized also from such an arrangement since fewer electromatic typewriters would be required for typing the mats.

The weight of opinion seems to be that reports personnel, when assigned to area branches, should be located in close proximity, in adjoining rooms if possible, to operational personnel in order to facilitate reference and coordination.

It should be mentioned here that the present assignment of reports personnel in SR Division is not considered a violation of the principle of assignment within branches, for SR, though it covers a very large area, includes only the one country, USSR. From this viewpoint, it can be considered for comparative purposes as equivalent to a branch of very large size.

Some persons hold strongly to the theory that the same officer should do both operations and the reports work resulting from these operations. They contend that the operations officer has to know at first hand what and what kind of information the operations are producing in order to do his job properly; and that on the other hand really clandestine reports cannot be confirmed from other sources and must be judged on their operational implications.

Though generally advocating combined operations/reports officers, they concede that reports officers as such, to do only reports work, would be required for certain special areas, for example where liaison-type information predominates or larger geographical entities with more complex and interrelated problems are concerned.

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This theory, however, seems to represent a minority view, most persons being of the opinion that reports officers should not normally perform operational duties unless a very small reports volume or other unusual factors make it preferable to do so.

Need for New T/O

The present Tables of Organization for the area divisions, with the exception of the Western Hemisphere Division, are obsolete in that they do not accurately reflect existing organizational structure or personnel assignments. With the exception of the WH T/O, they have not been revised to reflect the reorganization of OSO and OFC as directed by CIA Notice [ ] dated 8 January 1952, Subject: OFC-OSO Organizational Change, and Memorandum from DD/P, same date, Subject: Organization.

The lack of up-to-date and accurate T/O's has greatly reduced the effectiveness of personnel administration within the divisions by causing considerable confusion and the mis-assignment of personnel. In fact in the conduct of this survey it was most difficult to ascertain the exact positions authorized or being used for Reports duties. For example, it was found that in some cases reports officer positions were being used for both Reports and Operational duties while in other cases reports officer positions were used exclusively for Operations. In addition, T/O positions assigned to one branch for Reports work were sometimes utilized by other branches or staffs for operational duties. It was also observed that in several instances individuals occupying typist positions were being used as reports officers.

It is urgent that a new T/O and ceiling authorization be provided as soon as possible and that necessary action be taken to insure proper slotting of personnel thereafter.

Generally it does not seem that there would be a great need for additional reports officer positions if presently authorized positions were utilized exclusively for reports officers; and if sufficient clerical and messenger personnel were available so that reports officers would not have to spend time performing such functions. This question of the utilization of reports personnel is treated at greater length later in the study.

As mentioned above, due to T/O discrepancies and present utilization of personnel, it was extremely difficult to accurately determine personnel needs. On the best information available, however, it is believed that the following additional reports positions should be authorized:

FE - 2 Reports Officers  
4 Clerical

SR - 2 Reports Officers  
3 Clerical

EE - 2 Reports Officers  
3 Clerical

SE - 1 Clerical

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WE - 2 Reports Officers  
3 Clerical

NE - 8 Clerical

RI - 2 Messengers

WH - 1 Reports Officer  
1 Clerical

NOTE: If the typing and proofing of multilith mats should be centralized in the Reports and Requirements Staffs of the various Divisions, as recommended elsewhere in this study, in most cases additional typists positions would have to be provided for these Staffs. These positions might be transferred from the Branches, or if necessary, additional positions should be authorized. However, this matter would have to be approached individually for each Division.

### Organizational Designation

Even though the Chiefs of the Requirements Staffs in the area divisions (in the case of WH Division, Chief of the Intelligence Staff) are responsible for both Requirements and Reports the degree of recognition given the Reports function varies among the Divisions. The T/O's for the Requirements Staffs generally authorize a Chief of the Requirements Staff and a Deputy Chief, Reports, or an Intelligence Officer; Reports; however, in one Division the position title for the Chief of Requirements is "Chief of Reports Branch". It would seem that, even without considering the relative importance of Reports, their volume alone would argue against organizational recognition merely for Requirements. It is believed that a more appropriate designation for this staff would be the "Reports and Requirements Staff", or possibly even better, "Intelligence Staff". The Chief of this Staff should provide active guidance and coordination of Reports function, not merely of Requirements.

### Personnel Procurement

On the basis of many comments received during the course of this study, so many that one would conclude there was some basis in fact, it seems that often applicants being interviewed for reports positions, both officer and clerical, are given very unrealistic descriptions of the work they will be doing. As a consequence, when their duties prove to be rather routine, much less interesting and exciting than they expected, they become dissatisfied. They may wish to transfer to operational work at once, or if this is not possible, even if they remain with the Agency, their enthusiasm is lessened, morale problems develop, and reports work suffers.

It may be noted that comments regarding such apparent over-selling of applicants are not confined to the reports elements or even to OSO.

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It is believed that those who interview prospective employees, whether in Personnel or within the area divisions, should describe simply and accurately, without embellishment, the type work such employees will be performing, within the limitations imposed by security.

This survey also revealed that a majority of the girls procured by Personnel for the area divisions as typists are college graduates with marginal typing ability. These girls are not satisfied when given purely typing duties since they feel that, because of their educational background, they should be assigned duties commensurate with their college training. This results in a dissatisfied employee from the beginning and often the Branch Chief will release the girl without a replacement in order not to create morale problems among the typists already on duty. It was the unanimous opinion of both operational and reports personnel that high school and/or business college graduates should be generally employed to fill typist positions.

Grade Structure for Reports Personnel

During this survey it was frequently mentioned that the present grade structure for reports personnel does not provide needed incentive and promotional possibilities and because of this it is most difficult not only to procure but also retain qualified reports personnel. In addition, the fact that reports officers are generally referred to as "Editors" tends to create a false impression as to the actual duties of a reports officer. It is understood that in certain instances individuals have been promoted to reports officer positions who were only qualified to be Editors or Reports Assistants. It may be that this has contributed to the use of this incorrect designation. Reports officers are not just Editors. They are Intelligence Officers since they process raw or semi-finished intelligence into positive intelligence disseminations. This processing involves critical analysis of material, evaluation of source and content, and determination of distribution. The editorial function is of course necessary, in the actual preparation of the report. (See Exhibit "E".)

It is recommended that the term Editor not be used in referring to Intelligence Officers (Reports), and that the following gradation of Reports positions be established:

Intelligence Officer (Senior Reports Officer)  
 " " (Reports Officer)  
 " " (Junior Reports Officer)  
 Research Assistant, Reports  
 Clerk-typist

Since the allocation of these positions is a Classification and Wage responsibility, no grade structure is being indicated. However, it is believed that, if functions and responsibilities as broadly outlined in Exhibit "F" are assigned, it should not only result in a more effective grade structure but also provide for better utilization of skills and promotional opportunities.

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### Utilization of Reports Personnel

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This study has shown that a great amount of time is spent by reports officers in clerical and messenger type activities such as logging, calling for [ ] numbers, typing cards and multilith mats, and carrying [ ] mats and PD's to the Division Reports and Requirements Staff, to RC and to the Signal Center. This follows naturally from the shortage of clerical personnel, but it is a poor utilization of skills, particularly when reports officers, GS-9 thru GS-12 spend up to 25 per cent or more of their time in such activities, as they do in many cases.

To help correct this situation, it is believed that priority should be given by Personnel and RS to the filling of Reports clerical positions, those now existing as well as any which may be approved in a new T/O. In addition, messenger service between the Reports Units of the Branches of each Division and the Division Reports and Requirements Staffs and between the various Division Reports and Requirements Staffs and RC should be provided, with runs to be on a regular schedule at least 4 or 5 times each day. Such messengers should carry PD's as well as regular multilith mats and other reports material. At present reports officers are supposed to hand-carry PD's to RC and then to the Signal Center, but there seems to be no justification for this practice. If in exceptional circumstances a PD should be questioned for some reason, the reports officer could be called and requested to come to RC, but this would seldom happen.

Two messengers should be adequate. Since the Records Integration Staff already has the responsibility for messenger service in the SO-PC area, it is believed that two messenger positions should be added to their T/O, to be used to provide this service.

The provision of clerical and messenger assistance should have the same effect as would a 10-25 per cent increase in reports officer positions.

Since it is understood that various area divisions are requesting messengers to be assigned for their individual use, it is believed that all messenger facilities in the I-J-K-L Building area should be reviewed with the view of providing adequate messenger service for the area divisions for both reports and operational communications.

### Reports Backlogs

As shown by Exhibit "B", considerable backlogs of unprocessed reports exist in most of the Divisions, with fairly large backlogs of processed but untyped reports in EE and SR.

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In addition there are in EE and EC hundreds of [ ] reports on ditto masters which have been disseminated to IAC agencies but which require further processing so that copies can be distributed through liaison channels [ ] This processing includes deletion of certain items in the heading and all references in the text to [ ] disseminations or OSO dispatches, as well as modification of the source description, and is accomplished by cutting and patching the ditto master and by a certain amount of re-typing. The work can be done by clerical personnel if necessary changes and deletions have first been indicated on the masters by reports officers in EE.

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It is believed that these backlogs should be eliminated as promptly as possible by the detailing of typists and clerical personnel, wherever they can be temporarily spared, from elsewhere in OSO and other Offices of the Agency. The contention that temporary personnel are not too satisfactory for this purpose because of lack of familiarity with the mechanics of [ ] typing has some validity, but it is felt that the assistance rendered would more than compensate for the time spent in necessary instruction.

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#### Preparation of Reports by Field Station Personnel

Factors which cause difficulty and delay in processing incoming dispatches and cables for dissemination include: translation of foreign language material; extensive checking at headquarters to supply first names omitted by the field; correction of spelling in place-name references; faulty expression by the officer in the field to the extent that certain portions of a report may not be understandable, with the necessity sometimes of querying the field by cable for clarification of meaning; inadequate source descriptions; and the inclusion of intelligence information in operational cables and dispatches.

Field personnel can give tremendous assistance to headquarters reports officers by preparing raw intelligence reports in as complete and finished a manner as possible, so that a minimum of checking, correction, verification and rearrangement will be required to make the information ready for dissemination. It would be a great help too, if, wherever possible, security considerations permitting, foreign language material were to be translated in the field.

When disseminable intelligence information is included in operational cables or dispatches, it becomes the responsibility of the operations officer to pass such items to the reports officer for inclusion in an [ ] with the possibility that the need to do so may be delayed or overlooked. Separate cables or dispatches should be used for operational and intelligence information. Sometimes, of course, completely operational reports will include nuggets of intelligence information, but even here it would be preferable that the field attempt to recognize such items and make them the subject of a second, non-operational, report as well.

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There is another variation of this problem. If cables, containing information which should be PD'd, are received at headquarters when only a duty officer is present, he is not able to readily separate operational from intelligence information.

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Various persons, when commenting on these points during the course of the study, reflected the belief that field personnel tend to think there are a multitude of omniscient reports personnel on duty at headquarters, with great libraries of records and reference information available at their fingertips; whereas, actually, the field station may be better staffed and possess far superior and more complete records, at least for the area concerned.

#### Processing of Ditto Masters

It was determined during the survey that, due to a shortage of typists, especially in EE, the ditto masters received from field stations are still being used for reproducing Washington disseminations. The application of "cut-and-paste" techniques to the master not only requires considerable time but also results in an inferior product for our customers. Since the multilith process has been adopted as the method of reproducing Washington disseminations, the ditto masters should no longer be used for this purpose. In addition consideration should be given to the submission by the field of dittoed copies of the semi-finished reports in lieu of the ditto masters.

#### Reports Critiques

When field stations depart from established regulations covering communications and reporting procedures, deficiencies can best be corrected by the practice of frequent and regular critiques by the responsible area branch. Such critiques should not, of course, be confined to criticism of deficiencies but also recognize and commend good reporting; and should cover general trends and characteristics of reporting by the station as well as specific examples of good or bad reporting. It should be noted that this practice is already being followed in some divisions.

Branch critiques to the various stations can be made the basis for a periodic summary of the Division's reporting prepared by the Division Chief of Reports and Requirements for all Branch Chiefs.

This idea could also be carried a step further by RC's supplementing the monthly statistical report with a summary for each Division Chief of the Division's reporting activity, from the RC standpoint, during the month.

#### Form for Preparing Drafts of Reports

It was noted that some reports officers prepare drafts on plain paper; others do the same but add a half-sheet ditto form adapted and run off from one of the old ☐ ditto masters, completed to indicate the various items of the heading and the distribution ladder; while others use a draft sheet which is full size and is simply run off from the old ☐ ditto masters. A sample of the latter form is attached as Exhibit "G".

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The general use of a draft form similar to the latter would provide reports officers with an easy reminder of items to be completed and would facilitate the work of the typists in preparing the multilith mat from the draft. This latter point has particular importance if the typing of such mats should be centralized for each Division in the Reports and Requirements Staff.

Such a form, if adopted, should be based on the ☐ multilith mat form, now in the process of being revised. In this connection it is believed, that the revised mats should provide a space for reflecting coordination. Also, consideration should be given to indicating the classification in a more conspicuous way.

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#### Background Information Files

Because of the shortage of clerical personnel some of the branches have not been able to prepare and/or maintain necessary personality and subject card files for use by reports officers. These files contain names, subjects, references to previous reports, documents, etc., with short resumes of pertinent material from previously received and/or disseminated reports. These files are necessary tools for reports personnel and do not duplicate the RI card files, which are maintained purely as an index. Without the maintenance of the card files for the reports personnel, it is necessary for the reports officers to rely either on memory for this background material, which is a bad practice, or to conduct considerable research by reviewing previous disseminations and documents in the Branch or II. A preponderance of the opinions of the reports officers reflected the absolute necessity of maintaining of up-to-date and accurate "background" card files or equivalent records for day-to-day use by reports personnel and to assure continuity of accumulated background information in view of personnel changeover.

#### Use of Abstract File Slip for Logging

The four copies of the Abstract File Slip, Form 35-31 (See Exhibit "H"), which are being attached to pouch documents by RI for logging at division and branch levels, are generally not being used by reports personnel for logging reports. In most of the branches a log sheet is being used and is considered preferable to the Form 35-31. However, in some of the branches both a log sheet and a file of Forms 35-31 are being maintained in order to provide adequate logging information and to comply with directions concerning the use of Form 35-31. This represents a duplication of work and, of course, should not be continued. In connection with the use of log sheets there are approximately 40 different log sheet forms being used by the various branches. The design and reproduction of these forms require considerable time of reports personnel which could better be utilized in reducing reports backlogs. Also the actual completion of the form could and should be

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simplified through the use of a properly designed form. This study has clearly indicated that the Abstract File Slips are not suitable for use in logging reports and therefore the use of these forms by reports personnel should be discontinued. It is pointed out, however, that since the scope of this study did not include a survey of the operational functions and overall administration of the divisions, it is possible that the use of these forms in connection with the latter functions is justified. The O & M Service in cooperation with the area divisions and RC should design a suitable standardized log sheet form for use by all reports personnel.

#### Assignment of [ ] Numbers

There has been a question at various times as to whether the present system of having RC control and assign [ ] numbers is the most efficient one. The present study and comments received from the various division and branch reports personnel make it abundantly clear that this control should be centralized. It seems advisable for RC to continue to perform this function.

#### Elimination of Assignment of [ ] Numbers to Translation Requests

The use of [ ] numbers for other than intelligence reports has also been questioned. In this connection, there seems little justification for assigning [ ] numbers to translation requests sent to FDD. The document number of the field dispatch could be used instead for reference purposes.

It would then be unnecessary for the branch to telephone RC for the [ ] number, and RC would be relieved of a certain amount of checking, logging and filing incident to all [ ] Statistics kept by FDD show that such requests by months for February, March and April totaled 54, 35 and 36 respectively; so the numerical volume is not tremendous, but at the same time any possible savings of time or effort through simpler methods should be realized.

FDD would prefer that all translation requests come from one place in an Office. However, it is believed that in order to save time and effort, branches should send these requests to FDD through their Division Chief of Reports and Requirements. In this connection it was repeatedly mentioned during the survey that the closer the coordination between the reports officer requesting the translation and the translator in FDD, the more satisfactory the results. Even should RC continue to release translation requests (not as [ ]) there would be no need to maintain a file of these in RC, or do any more than sign and forward them.

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On the subject of translation, some criticism was encountered regarding the service provided by FPD. It was not possible, without a study of FPD, to confirm or refute the validity of these complaints. Possibly a separate study should be arranged with a view to assisting in the correction of any difficulties which may exist.

#### Processing of Loan Material

It was found that quite a number of documents received from the field, being of probable interest to only one or two customers are disseminated under a typed [ ] transmittal on loan, to be returned within a set period of time. A copy of the [ ] is usually kept in a follow-up file in the Branch concerned; and a follow-up record must be kept also by OCD which forwards the [ ] and enclosure to the customer. Follow-up is periodically requested by the reports officer through RC and eventually OCD when the material is not returned; and OCD will of course make follow-ups periodically even without such requests.

The general policy is already to send as much material as possible of this type on retention rather than on loan. However, more would probably be sent on retention if some convenient means of reproduction were available. It would seem to be advisable that the Autostat and Thermofax facilities available in RI be utilized to make a copy of such material, (unless it should be unusually lengthy), and the copy could then be forwarded for retention. On an over-all basis, this would eliminate considerable time and effort spent in filing and follow-up action now required both by OSO and OCD.

#### Requests for Additional Copies of [ ]

While this study was not meant to go outside OSO, an effort to get a general picture of the complete processing of an [ ] dissemination pointed up the need for some improvement in the procedure for filling requests for additional copies of [ ] after initial distribution. The problem is outlined and commented on at length in Exhibit "I", and the advantages to be derived in RC, OCD, and Administrative Services from a suggested alternate procedure are listed.

Briefly, a more efficient operation should result and considerable savings in time and effort should be realized, if RC were to destroy multilith mats immediately after running the [ ] disseminations, and furnish Archives with 10 rather than 5 extra copies for supplemental distribution. If an Autostat machine were to be procured and placed in Archives, requests for copies beyond these 10 could be readily filled by reproducing the Archives record copy through this easy process.

#### Role of the Technical Guidance Branch

During the course of the survey, various comments were received on the role of the Technical Guidance Branch of the Requirements Staff

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and the facilities available in this Branch for assisting reports officers in preparing ☐ disseminations touching on technical subjects. Some of these comments were very favorable and praised the assistance given by TG. On the other hand, some were quite critical. It was stated, for example, that there has been a certain lack of cooperation on the part of TG in obtaining requested technical information from their sources, and direct access by reports officers to OSI, Army and other sources of technical information was proposed. Apparently there have been disagreements with TG as to the dissemination of technical information, and the opinion was expressed that TG's decision often has been arbitrary, and not always uniform with regard to similar information. It was held that TG should be a guidance not a disseminating unit, but that they do disseminate material in memorandum form. The suggestion was made that professional personnel thoroughly trained in specific technical subjects be added to the TG staff, and that the TG mission be clarified.

The scope of this study did not include a review of the Technical Guidance Branch, so it is not possible to comment on the validity of the points raised. It does seem, however, that consideration might be given to a brief review of the organization, functions and procedures of TG for the purpose of assisting them to eliminate any difficulties which may exist.

#### Processing of RFF Reports

It was indicated by personnel of the WE Division that the processing of the RFF Reports from ☐ represents a waste of time and effort since identical information is received through OSO sources. During the past six months approximately 1000 of these reports have been received requiring complete processing; however, only a very few were disseminated. It was stated that if these reports, which are alleged to constitute a "paper mill operation" and/or "fabrication" continue to be received, additional reports personnel will be required. It was also stated that this matter has been or is being considered by appropriate authorities. It is believed that prompt and positive action should be taken at least to discontinue the processing of these reports by WE.

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#### Initial Screening of Documents Written in Rare Languages

This survey reflected that in most cases Reports Officers are able to translate foreign language documents accompanying the raw intelligence reports received by them; however, it was found that occasionally documents written in a rare foreign language are received which cannot be screened by the Reports Officer to determine even their general content. If these documents, which sometimes consist of many pages, are forwarded to FDD for regular translation,

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it could result either in delayed dissemination of important information or translation of material of little or no value. The Chief of FDD indicated that procedures could possibly be worked out between FDD and RC for FDD to perform this screening service expeditiously.

#### Reports Control Branch

This study included a cursory review of the functions being performed by RC. On the surface there appeared to be a possibility of certain minor improvements in such things as maintenance of files, statistical reporting, and the mechanics of distribution, but a more complete review would be necessary to assure that such initial impressions were valid. The Chief of the Reports Control Branch stated that he would be most grateful for any assistance which could be given toward more efficient operation of his office.

As mentioned earlier, RC is in the process of revising OSO Regulation [ ] It has been made clear during the survey that such revision is urgently needed and should be expedited in order to provide clear instructions for the guidance of Reports personnel, both headquarters and field.

#### Resumes of Area Division Reporting

As supplementary information to the foregoing discussion, brief resumes of Reporting in the various area divisions are attached as Exhibits J, K, L, M, N, O & P.

#### IV. CONCLUSIONS.--

The conclusions resulting from this study of OSO Positive Intelligence Reporting are reflected in the specific recommendations contained in Section V below.

#### V. RECOMMENDATIONS.--

- (1) That Branch Chiefs be held responsible not only in theory but in actual practice for both Operations and Reports.
- (2) That Reports Personnel, with the exception of a small Division Reports and Requirements Staff, be assigned to Branches and be physically located in close proximity to personnel concerned with operations in the particular area involved, but not normally perform operational duties unless a very small reports volume or other unusual factors make it preferable for the same man to handle both operations and reports.
- (3) That new T/O's and ceiling authorization be provided promptly, at least for the Area Divisions.
- (4) That the following gradation of reports positions be established

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in order to provide needed incentive and promotional possibilities and to encourage the proper utilization of skills:

Intelligence Officer (Senior Reports Officer)  
Intelligence Officer (Reports Officer)  
Intelligence Officer (Junior Reports Officer)  
Research Assistant, Reports  
Clerk-Typist

- (5) That the "Requirements Staff" of the Area Divisions be redesignated the "Reports and Requirements Staff" or "Intelligence Staff" and that the active guidance and coordination of the Division reporting not be, as a matter of fact, delegated to a deputy or lower graded person on this staff.
- (6) That sufficient typist positions be added to the T/O of the Division Chief of Reports and Requirements to relieve the branches of the strictly mechanical function of typing and proofing multilith mats.
- (7) That typists for Reports positions be recruited from non-college graduates where possible.
- (8) That applicants, when interviewed by Personnel Procurement or by Area Division Personnel, be told simply and accurately the type of work they will be doing, and not be given the impression that their duties will be of a very exciting operational nature.
- (9) That priority action be taken by Personnel and Inspection and Security to fill existing Reports vacancies, particularly clerical.
- (10) That two positions be added to the RI T/O, to provide regular messenger service for PD's as well as [ ] within and between the various Divisions and RC.
- (11) That clerical personnel be temporarily detailed from elsewhere in the Agency to eliminate typing and clerical backlogs, including processing for liaison distribution of the backlog of [ ] reports in EE and RC.
- (12) That as soon as new T/O's can be provided, Divisions properly slot all personnel; and that sufficient audits be conducted on a continuing basis thereafter to insure that this is being done.
- (13) That intelligence reports be forwarded from the field in as complete and finished a manner as possible, including translation of foreign language material where secure facilities exist or can be provided to accomplish this.
- (14) That field stations be cautioned not to include positive intelligence information in operational cables and dispatches, unless absolutely necessary to make the latter complete and intelligible.

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- (15) That the practice of forwarding frequent and regular critiques to the field, commenting generally on the quality of a station's reporting and specifically on the good and bad features of various individual reports, be followed by all branches; and that a similar practice be followed by RC in regard to the Area Divisions.
- (16) That a uniform log sheet be designed and adopted for reports logging in the Area Branches.
- (17) That a standard form, similar in design to the multilith mat, be provided for use in preparation of draft [ ] disseminations.
- (18) That, since multilith has been officially adopted as the method of reproducing [ ] disseminations, ditto masters received from the field no longer be used for this purpose.
- (19) That the transmission of documents on loan be held to the absolute minimum through use of Autostat or Thermofax facilities, already available in RI, for reproduction of copies for retention.
- (20) That [ ] numbers continue to be controlled and assigned by RC on a central basis as at present.
- (21) That RC reproduce a minimum of fifteen extra copies of [ ] and [ ] (five for RC and ten for Archives) when the mats are originally run, to satisfy normal requirements for subsequent distribution, and that mats not be forwarded through OCD to Archives for filing but be immediately destroyed.
- (22) That O&M Service make a separate study of the processing of [ ] for distribution through liaison channels with a view to developing a more satisfactory procedure.
- (23) That requests to FDD for translation service be removed from the [ ] series, and the Station document number be used instead for identification purposes.
- (24) That the possibility of greater utilization of screening facilities available in FDD be investigated, and, if a program can be worked out which is consistent with security requirements, that appropriate procedures be established for its implementation.
- (25) That greater attention be given in the Area Branches to carding or other equivalent means of assuring continuity of accumulated background information.

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- (26) That serious consideration be given to the discontinuance of the processing of RPT project reports from  25X1A2D1
- (27) That the functions and procedures of the Technical Guidance Branch be reviewed for the purpose of assisting them to eliminate any difficulties which may exist.
- (28) That consideration be given to a more detailed study of functions and procedures of RC, to include statistical reporting and the mechanics of distribution through OCD channels.
- (29) That revision of OSO Regulation  be expedited. 25X1

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## 16 Attach.

- Exhibit "A" - Reporting Structure
- Exhibit "B" - Workload and Production Statistics
- Exhibit "C" - Procedural Chart
- Exhibit "D" - Proposed Procedure-Centralized Typing of Mats
- Exhibit "E" - Duties Performed by Reports Officers
- Exhibit "F" - Proposed Gradation of Reports Personnel and Recommended Duties
- Exhibit "G" -  Draft Form
- Exhibit "H" - Abstract File Slip, Form No. 35-31
- Exhibit "I" - Procedure for Providing Supplemental Distribution of SO disseminations
- Exhibit "J" - Notes on Reporting, EE Division
- Exhibit "K" - Notes on Reporting, FE Division
- Exhibit "L" - Notes on Reporting, NE Division
- Exhibit "M" - Notes on Reporting, SE Division
- Exhibit "N" - Notes on Reporting, SR Division
- Exhibit "O" - Notes on Reporting, WE Division
- Exhibit "P" - Notes on Reporting, WH Division

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